

~~SECRET~~MANAGERIAL GRID - PHASES I AND II

1. Did participation in the Managerial Grid exercises aid you in your managerial problem solving efforts?

Yes No 

Explanation: Emphasis on the human relations aspects has resulted in a greater recognition of the problems of others by representatives of affected components throughout the Office of Finance. The result has been a better coordination and an improved climate for working relationships.

2. Do you believe the Managerial Grid exercises aided other participants in their problem solving efforts?

Yes No 

Explanation: The answer to question 1 is applicable to question 2; however, we have some reservations as to whether the Phase II approach has been used to the extent practicable in reaching conclusions where there is a lack of agreement as the solution of a particular problem.

3. Have you noted a change in your attitude toward problem solving efforts?

Yes No 

Explanation: PPS staff members appear to be increasingly aware of the need for complete coordination of revisions or additions affecting proposed Office of Finance actions or regulatory issuances.

4. Have you noted a change in the attitude of others toward problem solving efforts?

Yes No 

Explanation: There is evidence of a greater tendency to approach a problem from a cooperative point of view.

5. After participating in Managerial Grid exercises, do you understand problem solving techniques better?

Yes No 

Explanation: The Grid exercise helped crystallize management principles by

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of management actions and highlighting situations for the use of the one to one, one alone, or ~~one to many~~ one to all approach.

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6. Do you believe others that participated in the Managerial Grid exercises understand problem solving techniques better?

Yes

No

Explanation: There is a noticeable improvement in the awareness of the problems of others, as well as a greater tendency to listen and consider the other man's point of view. Conversely, there has been a noticeable decrease in defensive listening.

7. Have you noted any specific instances of improvement in Management techniques that appear to be the results of the Managerial Grid exercises?

Yes

No

Explanation: There has been a tendency to use the Grid approach rather than unilateral determination in the solving of office problems. We have noted on several occasions that the response to request for coordination of papers has been handled on a more objective basis and all parties have been permitted to participate in discussions prior to issuance.

8. Have you noted any measurable improvement in the quality or quantity of work production since the Managerial Grid exercises?

Yes

No

Explanation: Improvement in the climate for necessary coordination has produced better response from all components with resultant higher overall production of improved quality.

9. Does your own management team function differently since the Managerial Grid exercises?

Yes

No

Explanation: The policy in the past has been on a one to one basis between the Chief of the Staff or his Deputy and the individual members. This policy is continuing of necessity.

10. How do you classify the Managerial Grid course?

Phase I: Excellent  Good  Fair  Poor   
Phase II: Excellent  Good  Fair  Poor

Explanation: Members of the Policy and Planning Staff were enthusiastic over Phase I although some concern was expressed over the repetitious nature of the preparatory reading material. Phase II did not have the personal impact of Phase I but did provide an opportunity for the members of the staff to consider the work team approach and to objectively analyze the problems involved in their day to day work relationships.

GROUP 1  
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